



Operational Risk Management. . .

. . . a way of life in our
Navy and Marine
Corps.

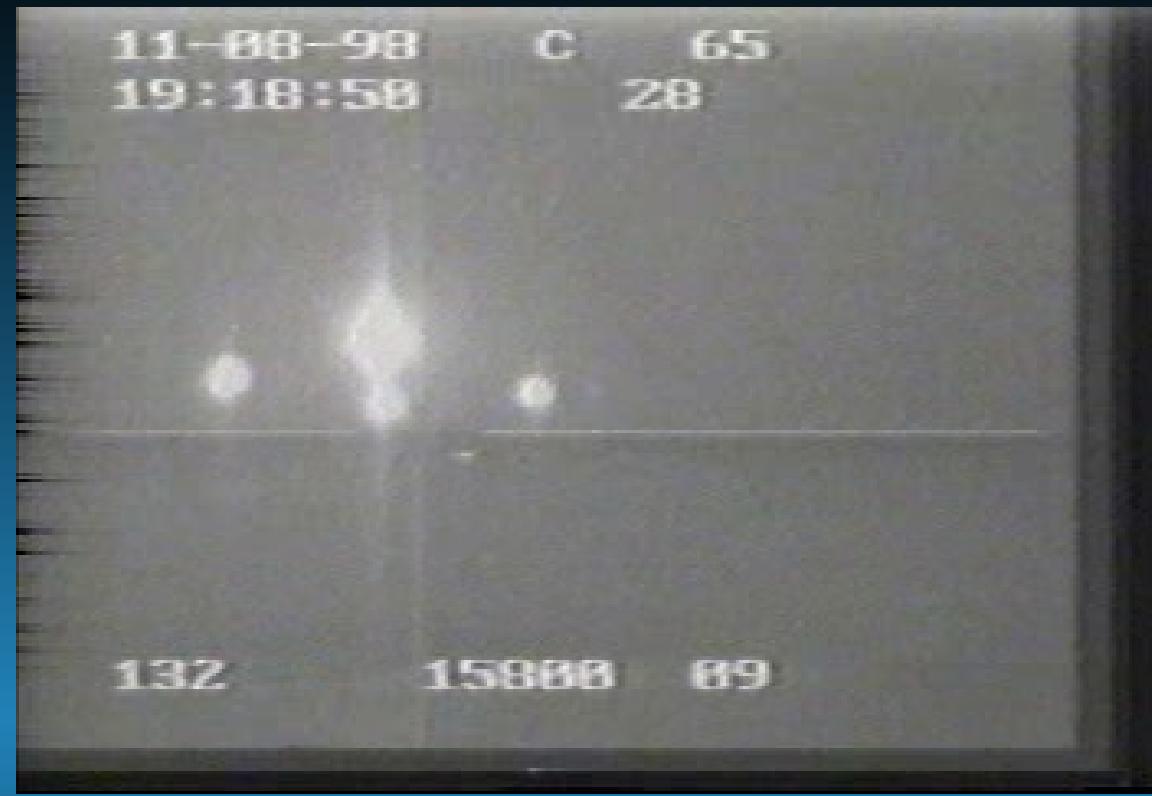


Worst Case Scenario

- ➊ Here's what happens when risk is not controlled .
 - Video from USS *Enterprise*, 8 Nov. '98.

“Risk Management is no accident.”





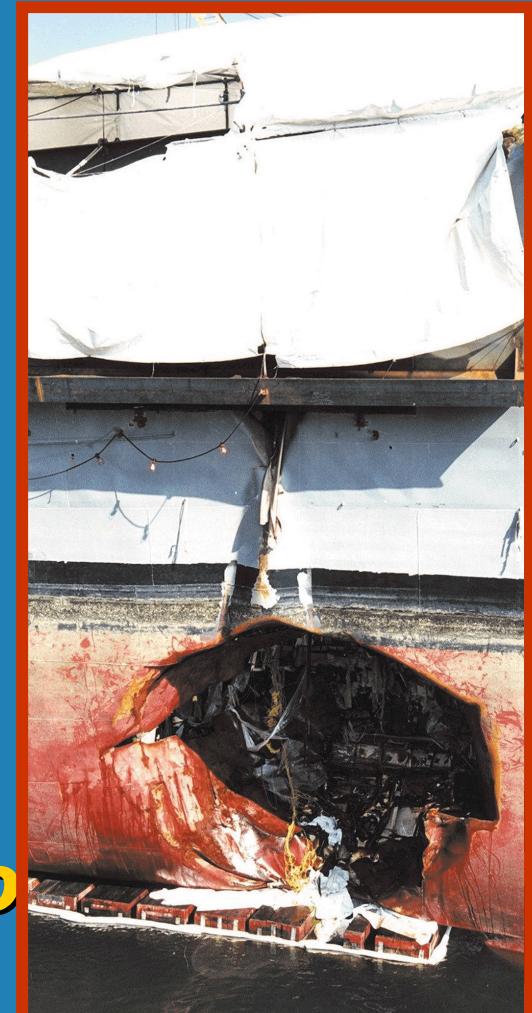
Timeline of final events

- T minus 88 seconds** 706 (the mishap aircraft, an S-3B) told
- T minus 75 seconds** 503 at 2 miles.
- T minus 28 seconds** 503 at 3/4 mile & calls the ball.
- T minus seconds** LSO calls for 503 to waveoff.
- T minus zero** 503 collides with 706 on deck.

All Mishaps (FY94-98)

- ❖ \$4 billion
- 1,064 deaths
- 9,906 injuries

“Manage your risks before they manage you.”



Mishap Losses Sufficient To Build & Crew:



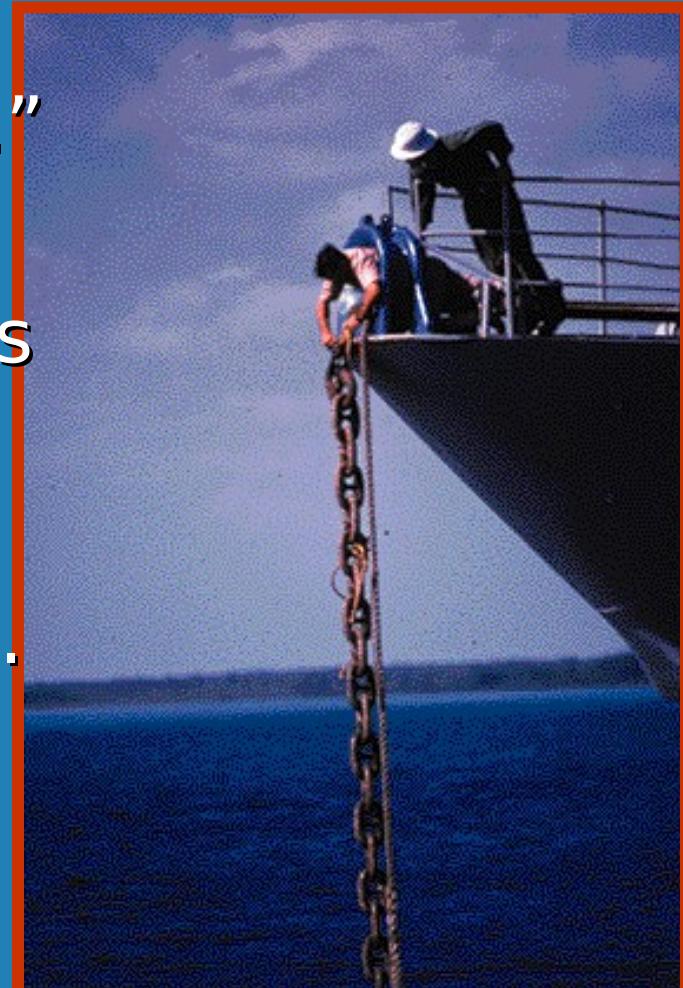
2 CGs

80 MV-22s



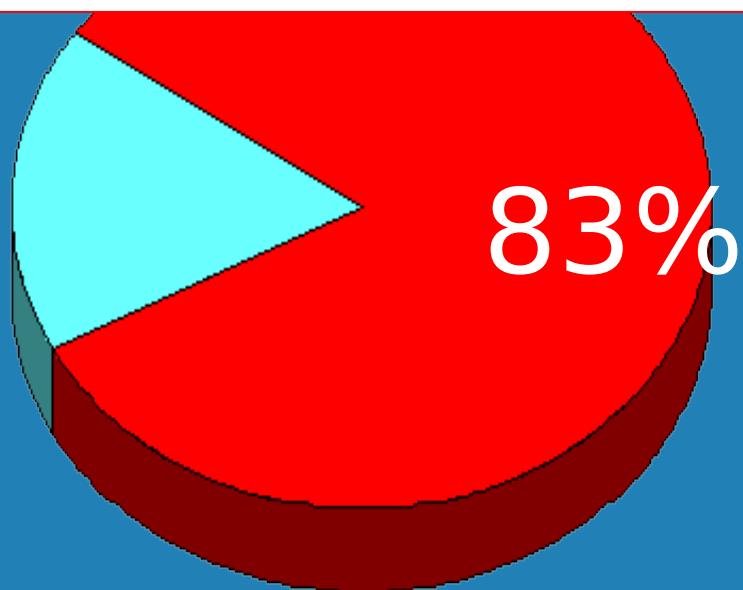
Challenges of Navy Culture

- Reluctance to say “No.”
- Doing more with less.
- “The way we’ve always done it.”
- “Can do.”
- Cost of doing business.



Human Error In Mishaps, FY95-99

Navy & Marine Flight Class
A's



F-14 Crash in Nashville



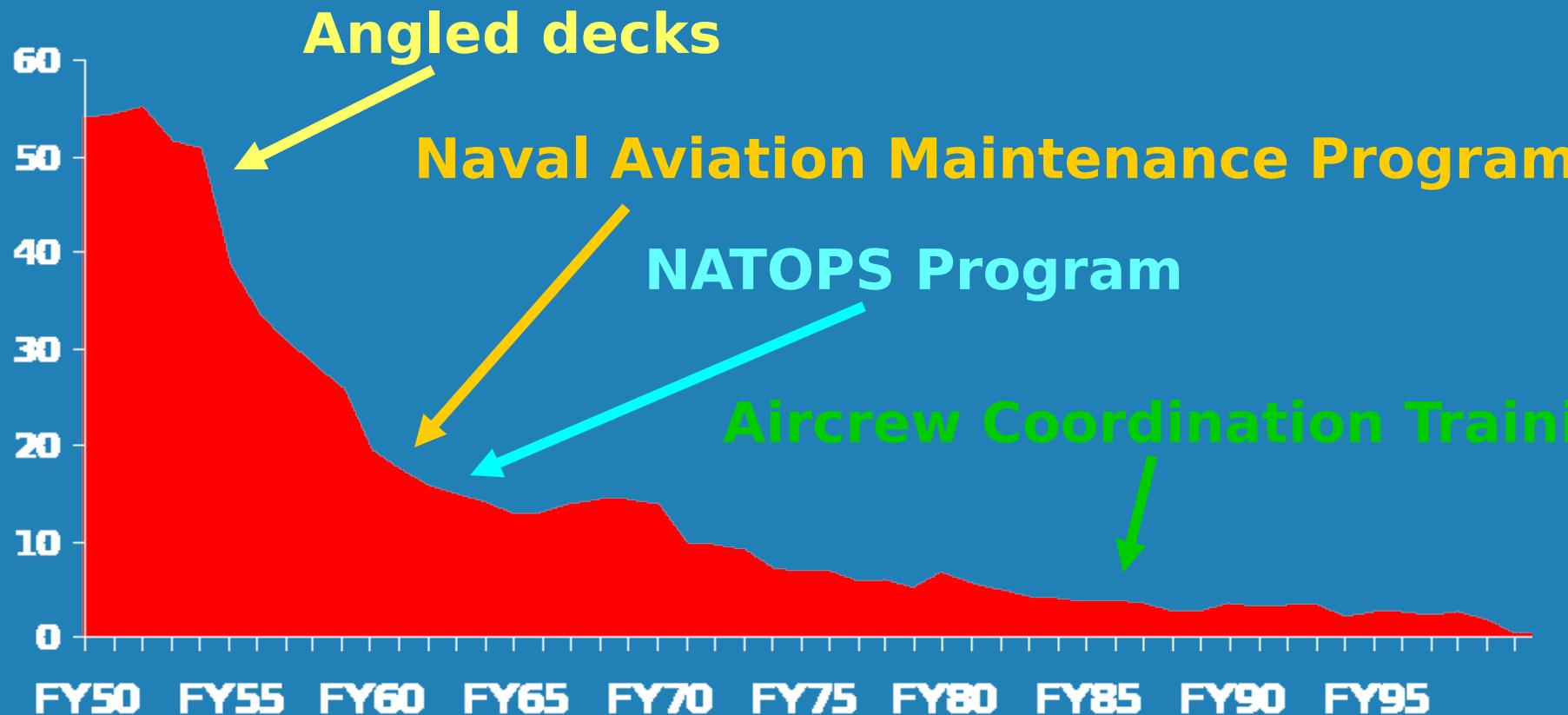
Goal of ORM

To optimize operational capability and readiness by managing risk to accomplish the mission with minimal loss.

A photograph showing the silhouettes of two aircraft in flight against a vibrant sunset sky. One aircraft is positioned lower on the left, and another is higher on the right, both leaving white contrails. The horizon shows a dark silhouette of trees or hills against the warm orange and yellow hues of the setting sun.

“ORM... 3 words to mission accomplishment.”

Risk Management in Naval Aviation 50 Years of Success



Aviation Class A Mishap Rate, FY50-99

A Tool for Leaders



- ➊ Easy, common-sense process
- ➋ *USS Yorktown, USS Ticonderoga CPOs :*
 - “ORM is not as drawn out as we perceived it would be.”
 - “It’s simple and direct. Why haven’t we had a standardized approach earlier?”
- ➋ Process must be taught



From CNO

“ORM applies across the entire spectrum of naval activities, from joint operations and fleet exercises to our daily routine. We must encourage top-down interest in the ORM process, from the flag level all the way to the deckplates.” -- August 1998



ORM at Work in the Fleet

- ❑ F-18s from Cecil to Oceana
- ❑ GW Battle Group -- zero mishaps
- ❑ Nimitz Surge-Ex

“ORM -- it starts at the top.”





ORM Now

- Training fragmented
- Hit or miss
- Guidance inadequate
- Marketing insufficient

***“ORM -- it's not a destination,
it's a journey.”***



Four Pillars and Foundation



18-Month Jumpstart

- Immersion training
 - 75 squadrons, 100+ ships
 - Embed improved curricula in CNET pipeline
- TYCOM working groups insert ORM in foundational documents
- Intense fleetwide marketing
- Institutionalize checks & feedback
- Leadership commitment



Five-Year Goals



- Human error mishaps cut by 50%
 - | ORM embedded in training pipelines
 - | All commands have active ORM process
 - | ORM in foundational documents





Resources We Need

- Leadership commitment
- Resourcing -- \$, people
- TYCOM working group



What ORM Can Save the Navy

Cut human-error mishaps by 50% in the next five years and we will save . . .

★ 250 lives

□ \$1 billion





We didn't get
where we wanted
to go by taking
baby steps. We
got there by
taking Leaps